

Mulberry Schools Trust

Outstanding achievement for all:
Who we are and what we stand for



Mulberry
Schools Trust





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Introduction

The Mulberry Schools Trust is a flourishing collaboration of schools and partners focused on delivering high-quality provision for local families in Tower Hamlets and East London.

Mulberry Schools Trust is a key provider of quality education across East London, and we envision that we can make outstanding achievement a reality for every young person in the region. We are committed to facilitating a platform for schools which enables them to provide a collegiate and imaginative offer for the families of East London.

The Trust currently comprises our founding school Mulberry School for Girls, Mulberry Academy Shoreditch, Mulberry UTC and from October 2021, Mulberry Stepney Green Maths, Computing and Science College. In 2022, the Trust will also be welcoming its first primary school – Mulberry Canon Barnett Primary. The Trust’s academic and technical results* place it well-above the national average for all schools – and for those entitled to the Pupil Premium, which make up around 60% of our pupil intake, attainment is consistently high.

Complementing our high-quality school provision, we have a children and family learning centre called the Mulberry and Bigland Green Centre, opened by HRH The Duchess of Cornwall in 2013. This community resource provides successful programmes for local families, which lead to employment and contribute to better community cohesion.

We are committed to upskilling our talented workforce, which is developed, trained and coached through the Mulberry College of Education. We have immense aspirations for all those who choose to train with us and believe that the Trust is underpinned by excellent staff development opportunities.

Our ability to build strong connections and foster relationships with external partners for all our pupils and staff is essential to success. We have carved out excellent relationships with higher education institutions, and we know business, industry, the arts and the sciences are key to our pupils’ and staff’s future successes.

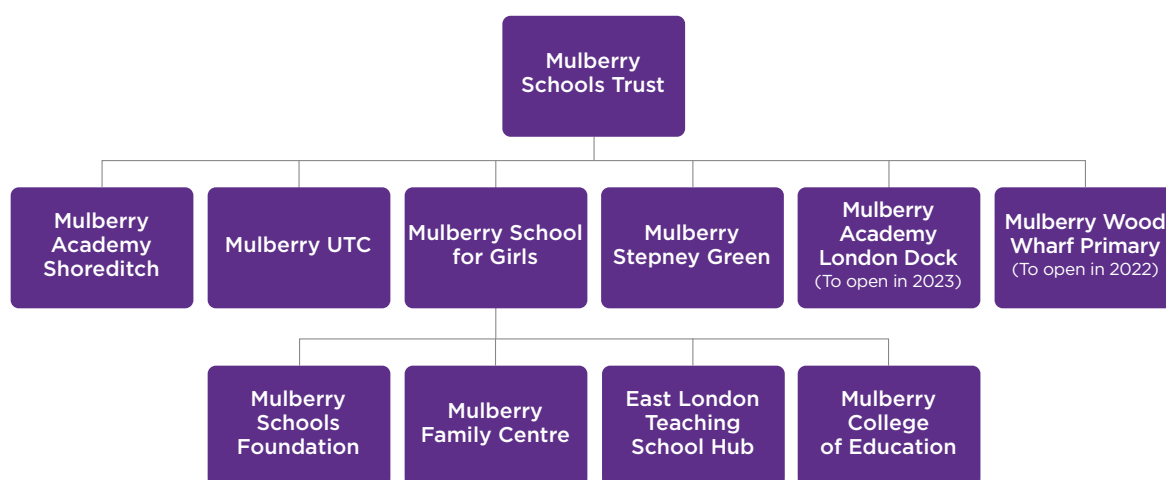
** +0.6 Progress8 (calculated using the SISRA database of 1000 schools’ performance in 2020)*



The Mulberry Family

Mulberry Schools Trust is dedicated to working for the benefit of all our organisations and is committed to growth and development for our current and future institutions.

The Trust has grown from strength to strength since its formation in 2017, and has founded and supported many institutions along the way.



Our founding school is Mulberry School for Girls in Shadwell, Tower Hamlets. It is a non-selective, single-sex secondary school for girls aged 11-18 years old, with more than 400 pupils in the Sixth Form. Mulberry School for Girls embodies the values and aspirations we uphold across the Trust. The school currently holds an Outstanding rating by Ofsted.

Mulberry Academy Shoreditch, in Tower Hamlets is a secondary co-ed, non-selective school for pupils aged 11-18 years old. We have a Sixth Form with more than 300 pupils. The school joined the Trust in September 2018 after a period of school-to-school support work at the request of the Department for Education and the Regional Schools' Commissioner. The school currently holds an Outstanding rating by Ofsted.

Mulberry University Technical College, based in Bow in Tower Hamlets, is a co-ed, non-selective college for pupils aged 14-19 years old. The college opened in September 2017 and is a unique institution which is dedicated to delivering an excellent technical education to children across East London. The school was recently rated Good by Ofsted.

Mulberry Stepney Green Maths, Computing and Science College joined the Mulberry Schools Trust on 1st October 2021. The school is a co-ed, non-selective school for pupils aged 11-18 years old. The school has a real drive for academic excellence and is leading good practice in Maths, Computing and Science. The school currently holds a Good rating by Ofsted.

Our Unique Offer

Mulberry Schools Trust is dedicated to offering a truly diverse and holistic approach to education. We ensure collegiality and collaboration is at the heart of everything we do.

We are extremely proud of the diverse offer within the Trust, spanning from nursery and primary to secondary co-educational and single sex schooling. The Trust also offers an equally rigorous provision for those who seek a high-quality technical education through Mulberry UTC.

The aim of the Trust is to become a family of schools delivering excellence for the local community, true to the values of Tower Hamlets and the wider community of East London.

We have extensive experience of running and supporting successful Initial Teacher Training (ITT) and we have a full programme for our primary and secondary partners as well as leadership development initiatives for supporting staff development. In February 2021, Mulberry School for Girls was excited to announce that it had been selected by the Department for Education to become one of 87 Teaching School Hubs in the country.



The East London Teaching School Hub delivers world-class development programmes for teachers at every stage of their career. Drawing on the passion, expertise and capacity from across Tower Hamlets and Hackney, it equips teachers with the techniques, motivation and confidence they need to make a difference for every pupil in our region.

We are committed to system-wide school improvement and are driven by a desire to make a full and impactful contribution to the school system in England. Since Mulberry School for Girls was designated a National Support School in 2011, we have carried out school-to-school support in London, Somerset, Suffolk and Norfolk, as well as establishing the City Excellence in Teaching ITT partnership locally in Tower Hamlets.

Our Chief Executive is a National Leader in Education (NLE), and along with the Executive Principal of Mulberry Academy Shoreditch and Headteacher of Mulberry Stepney Green, all have track records of successful school support and turnaround. As a Trust we are committed to continuing this work.

We have led partnership work for schools in the arts, women's education and global education and we have also launched the Mulberry STEM Academy, a major five-year initiative in STEM education for primary and secondary pupils in partnership with Mercedes-Benz Grand Prix Ltd.





Developments for the future

The Trust values partnerships with all our current schools, as well as the other institutions and partners across the local community.

Mulberry Schools Trust is dedicated to supporting schools in the Tower Hamlets and East London area, and welcomes the opportunity to share best practice and expertise with others. We are eager to develop deeper relationships with other schools, including those with specialist provision, and support those schools to become Outstanding provision for the children and young people throughout the local community.

We have exciting plans for the Trust, and its members. We are dedicated to working in collaboration with colleagues and partners to establish a family of nursery, primary, secondary and special schools, reflecting the scope of the English school system.

The Trust is currently in discussion with the Department for Education, Tower Hamlets Local Authority and other neighbouring local authorities on a number of projects including:

- **Mulberry Wood Wharf Primary, Tower Hamlets**
A new two-form entry primary school on the Isle of Dogs where 4,200 new homes have been built. Will open in September 2022.
- **Mulberry Canon Barnett Primary**
Canon Barnett Primary School is an existing Local Authority school. It will be joining the Mulberry Schools Trust in early 2022.
- **Mulberry Academy London Dock, Wapping, Tower Hamlets**
Pre-opening phase with the DfE and Local Authority with a planned opening date of 2023; co-ed/non-selective/11-18 years old; Sixth Form – 200.



Vision and Values

Our vision is to be a key facilitator for quality in education, which prioritises the pupils and staff supported by the Trust and its leaders.

We believe in outstanding achievement for all. This vision is underpinned by the desire to do more for high-quality education for all children and young people – and a commitment to schools working together to secure an inclusive, ambitious, collegiate, and imaginative offer for parents and their children in East London.

The values of the Trust align directly with those of Tower Hamlets. We have stayed true to our ethos and principles since our founding moment, in 2017. We base our policies on fairness, transparency and inclusion, whilst taking into consideration the ever-changing world our pupils are growing up in.

Our values of inclusion are central to our work, and our aim is to provide every child with the best education regardless of their starting point. We provide a service to our families and we hold true to the fundamental values of equal opportunity and inclusion for all.

We do everything we can to ensure our pupils' educational, social, and emotional needs are met in every aspect of their lives, and that communication with our families is a top priority.

There are three principles underpinning the Trust's approach. Mulberry Schools Trust believes:

- Access to education and the chance to receive a high-quality education is a human right in a civilised world. A state school, like those in the Trust, should provide equal opportunities in education for every child regardless of any barriers. We know that the formative years of someone's life will play a significant role in their later life, and we believe that education should provide the greatest opportunities for all pupils.
- Education should provide rich intellectual and personal development for individuals and communities. An education offered by the Trust should be concerned with the moral, social, cultural, spiritual and physical development of pupils so they have self-determination and can create for themselves fulfilled, happy lives. It should also equip young people for employment, enabling them to sustain themselves in adult life.
- Education is a public good. To have universal school education brings economic and social benefits to the whole of society as well as enriches the human condition: it creates greater peace, prosperity and economic and social well-being.



The Mulberry Schools Trust is outward-facing and contributes to education beyond the doors of our own schools. We have been asked to work with many schools in the past 15 years and we have long-standing, strong partnerships with schools across the region. As part of this commitment, we part-fund the post of a liaison co-ordinator within the St Katharine and Shadwell cluster to ensure schools in the community are able to work in coalition and share best practice for the benefit of all our pupils.

The Trust has strong partnerships with many other organisations including business sponsors such as Bank of America Merrill Lynch, the National Theatre, the British Film Institute, University of Cambridge, Goldsmiths University of London, Barts Health NHS Trust, the London Stock Exchange Group and many others.

Our Chief Executive chairs the Fair Education Alliance – a cross-sector alliance lobbying for systemic improvement for disadvantaged children. Having been a Trustee of Teach First for some time, she was asked to set up and chair the National Schools Forum Headteacher Board for Teach First. All these partnerships have led to significant opportunities for schools in the Trust.

We have recently launched a major project in STEM, bringing very significant investment in pupils from age 5-19. The project is sponsored for five years by Mercedes-Benz Grand Prix Ltd and offers a vast range of science and engineering opportunities for pupils, including the possibility of sponsorship at university and employment in Level 4 apprenticeships and graduate jobs.

The Trust adopts the local admissions policy and Tower Hamlets oversees pupil admissions and appeals. We have one exception in our admissions policy – which is that children of staff who have worked in the Trust for two years or more may have a place for their child at one of the Trust's schools.

Inclusive Ethos

Our aim is to support the very highest aspirations of the young people who attend any school within the Mulberry Schools Trust. We believe this enables our pupils to lead successful, happy and fulfilled lives, making a contribution to their own community and to wider British society.

We encourage pupils to be proud of their identity. This includes a blend of strong British values as well as a rich and diverse cultural and religious heritage from England, Bangladesh, the Caribbean, Somalia, Pakistan, Morocco, Egypt, many parts of Europe, Russia, and other parts of the world.

Every pupil is given an education that strives to achieve **three key aims:**

1. To promote high levels of achievement

- This includes knowledge of how to learn, and how to communicate a chosen subject with strong understanding, achieved through confident, high-quality writing and speaking.
- Pupils of all ages will learn the skills and language to achieve at the highest level. This will be in age-appropriate settings - with a variety of pedagogical approaches from play-based learning through to direct instruction and hands on applied learning in technical education.
- Pupils will be taught how to be independent learners and how to work together to support each other in successful learning. They will enjoy and be engaged in school, which will be a safe place in which to grow and develop.



2. To provide rich personal development and character education

- This includes a strong moral, spiritual and social foundation, to foster a highly developed imagination and sense of creativity.
- Pupils will learn to think critically and analytically, to be enquiring, thoughtful and questioning and to be open-minded with an imaginative understanding of the world around them.
- Pupils in every age group will be supported to develop confidence, resilience and security in their abilities and identity and to extend their talents to benefit those around them.
- Pupils will be helped to develop their 'voice' and will be provided with a variety of platforms from which they can develop their skills in public presentation and ensure they are confident in making their voices heard in powerful ways regardless of age and ability.

3. To enable the development of pupils' high aspirations and self-determination

- We provide our pupils with opportunities for leadership, engagement with transition to secondary education, higher education and the professional workplace and experience of different cultures.
- Pupils of all ages will become global ambassadors - for the school, their community and for the UK - able to encounter challenge, to negotiate solutions and to make peace and prosperity a realistic prospect for all those with whom they live and work.
- Pupils will actively work for positive social change.

Our aim is to support schools across the East London Community to provide exceptional provision for their pupils and staff.

Across the Trust, we have an ethos of collegiality and collaboration, while ensuring all our schools have the autonomy and freedom to make their own choices. The Trust's leadership team are here to guide and support wherever needed, but are committed to each member of Mulberry having the individual identity and set of values.

All schools within the Mulberry family will be supported to develop a strong understanding of the wider world for which we are preparing our pupils. They uphold the principles of social cohesion and understand the impact of systemic disadvantage on educational achievement and social mobility. Therefore, each of our schools works hard to open doors for pupils and their families and support them to achieve the greatest outcomes possible.

Leaders, Trustees and Governors responsible for the schools in our Trust have a deep understanding of the issues that face disadvantaged pupils. This is an important issue in Tower Hamlets and East London, with some of the highest proportions in the country. Therefore, Mulberry are committed to sharing their expertise on how to overcome the barriers that poverty and social exclusion create for young people.

Mulberry understand that networks of support are essential for young people to thrive in their early careers. These networks often start at school, so Mulberry foster relationships with external partners in higher education, business, industry, the arts and the sciences in support of pupils across the Trust.

Equally, provision for pupils with severe and complex needs are well-planned for, and transition and destinations are carefully considered and supported in order to ensure their success.

Partnerships and Opportunities

Opportunities for staff development

The Trust has developed the Mulberry College of Education to provide all our staff with a rich culture of professional learning, reflective practice and self-evaluation. We also share practice across all schools within the Trust, including subject networks and leadership development programmes.

Our ethos of life-long learning means we are committed to encouraging teaching and support staff to engage in professional dialogue about learning; we promote collaboration, experimentation and research into how we can best serve the needs of our pupils.

We support staff to focus on solutions, remove barriers and inject life into learning by using resources differently, trialling alternative environments for learning and by utilising different styles and structures.

The Mulberry Schools Trust offers:

- Trust-wide development of subject-specific and classroom pedagogy and practice
- Deployment of high-skilled practitioners to lead improvement across the Trust
- ITT and NQT induction across the Trust
- Leadership programmes across the Trust
- Training for headship
- Trust-wide CPD and training for support staff and executive officers
- External partnerships including:
 - City Excellence in Teaching
 - Challenge Partners
 - Tower Hamlets Education Partnership
 - UCL Centre of Holocaust Education (Mulberry School for Girls is a Beacon School)
- 'Fetch Me a Pen' project

The Trust holds an annual event for all Trustees, Governors and staff to meet together at one of the family of schools. There is also a summer conference for all Governors and Trustees to discuss strategy and development. We recognise the importance of people meeting together as a Trust community.



Staff partnership work across the Trust

All of the work between schools is undertaken in a partnership model, with each contributing to the other in various different ways. For example:

- Mulberry UTC led the Trust-wide move from an old virtual learning platform to a new one called Mulberry Learn, powered by Microsoft Teams. We will also work with the leadership of primary colleagues joining the Trust to develop a primary arm of Mulberry Learn. Mulberry Learn is a creative and interactive resource base for pupils to deliver home learning – this will be an exciting collaboration between the technical expertise at the UTC and primary education.
- Mulberry Academy London Dock is well under way and we have launched a project that brings the community together to decide on the character and ethos of the new school. We hope to collaborate with schools joining the Trust on the leadership of this project, to give them influence over the formation of the school and its future.
- Mulberry Academy Shoreditch has become a centre of excellence for the Inclusion Quality Award and has a very strong provision in this area, focused on behaviour, emotional wellbeing and health services. At Mulberry School for Girls this is focused on multi-sensory learning and severe and complex needs. We will collaborate with schools joining Mulberry to deliver specialist provision across the Trust, and work between schools for other needs such as autism spectrum disorder.
- We have established the Mulberry STEM Academy and we will engage schools in planning and delivering the science, maths and computing elements of this provision at primary and secondary level.

We hope that schools who make the choice to join the Trust will be eager to be involved with the leadership of these initiatives, amongst many others. Other possibilities for joining together in partnership include the arts, sport, global learning and Model United Nations.

Please see our Partnerships, Projects and Services publication for further details about our offer.



Primary school partnership

The Trust has excellent relationships with many primary schools in Tower Hamlets, especially its feeder schools, and has good experience in the early years foundation stage; in Key Stage 1 and 2 curricula. We are looking for a nursery and primary school leader to work with us to develop this phase of the Trust's evolution, and possibly to take on the leadership of primary development within the Trust, if desired.

We are in the early stages of planning but, we hope this work will include curriculum and teaching developments, primary and secondary colleagues learning together and teaching each other, working with each other on pastoral care, safeguarding and family learning and joint celebrations.

The primary phase will have its own place within the Trust and will be an exemplar of great practice. The primary and secondary schools will, for example, work together on Trust peer reviews of learning and teaching, as is our current practice amongst our schools. If support were required beyond expertise within the Trust, we would seek advice and support externally. We will continue to learn from other partner schools and maintain primary networks as a matter of common practice.

Much of our offer as a Trust - including the Teaching School offer, the arts offer and the STEM project - already accommodates for nursery and primary schools. We have, in the past, led a Local Education Partnership (LEP) which still exists in the form of the St Katharine and Shadwell cluster and we continue to work together on a variety of arts focused initiatives.

Continued partnership with Tower Hamlets

The Mulberry Schools Trust is fully committed to Tower Hamlets and the wider East London community. We share an excellent relationship with the Local Authority, the schools and colleges, local businesses and cultural institutions in the area, and are proud to be part of the offer in the region. Before converting to a MAT, we made a public commitment to continue our work with the Local Authority, its schools, and the Trade Unions.

We have a memorandum of understanding with the Trade Unions which means we keep to the pay and conditions of staff which existed at the time we incorporated as a MAT. We also retain the benefits that we have always signed up to – such as long service awards, the cycle to work scheme, childcare vouchers and other benefits.

We also have local authority representation on our Trust Board and all schools are also members of the Tower Hamlets Education Partnership. We have continued with the extensive partnership Mulberry School for Girls previously had with many of the borough's schools including, City Excellence in Teaching partnership (set up to facilitate School Direct for Tower Hamlets' schools), 'Fetch Me a Pen' project, Leadership Diversity Programme, UNA USA Programme 'Global Classrooms' and The Women's Education project.





Finance

The Mulberry Schools Trust is in strong financial health and the medium-term planning indicates this position will remain unchanged.

With each school in the Trust being in a good financial situation, budgets are devolved to each school and there is an on-site finance team that supports day-to-day functions including:

- Purchase and sales ledgers
- Supplier payments (in conjunction with the Central Services function)
- Monthly reconciliations
- Budget holder reporting.

The Central Services offered to schools provide overarching support to local finance teams and has responsibility for all regulatory compliance, government reporting, monthly management accounting, governance reporting, annual report and finance statements and treasury management.

There are no planned redundancies or restructuring in our Trust – neither do they feature regularly in our practice, which aims to provide good job security and internal career progression through effective strategic planning.

Financial contribution from schools

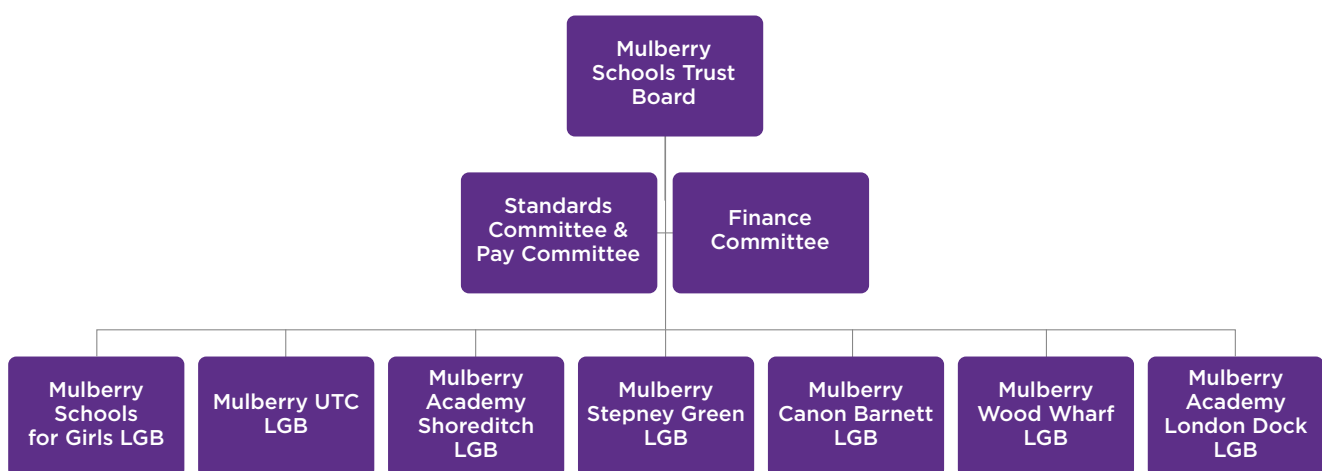
Each school contributes 5% to the Trust to support a small central service team delivering on statutory, financial and governance responsibilities and other kinds of work – principally focused on collaborative partnerships such as the Mulberry STEM Academy.

It is important to note that the Trust is committed to ensuring any such contribution does not undermine the stability of any of the schools within the Mulberry family. As such, we will ensure there is a transition period for any new school joining the Trust until the point is reached that they are financially strong and secure, and can contribute the full 5%.

Governance Arrangements

The Trustees meet regularly and take responsibility for the committees of the Board. The Finance Committee is responsible for all matters of finance and accounting across the Trust as well as business management. The Standards Committee is responsible for the academic performance of all schools in the Trust as well as curriculum and teaching.

The below diagram shows the governance structure of the Trust:



The Trust Board meets four times a year to discuss matters of performance, finance, audit, provision and growth. The Board's Finance and Standards committees are chaired by a member of the Trust Board, and these individuals are appointed by the Board. Through these two committees, which meet termly, the Trust Board analyse finance, business development and pupil progress across all schools amongst the Mulberry family and reports back to the Board so that Trustees can exercise their statutory responsibilities.

Each school in the Trust has its own Local Governing Body (LGB) which has a Board that is constituted of governors with special skills related to finance, HR, project management, education, and premises. These governors are co-opted governors and together with two elected parent governors and a staff governor as well as the Principal of the school, constitute the school's governing body.

There are terms of reference for each school's Local Governing Body, which are linked to a scheme of delegation, where Trustees have determined that they will delegate powers and functions to committees and staff so that decision-making powers are clear between The Mulberry Schools Trust Board and each school.

For further details about our Trust Company Members and the Trustees/Directors of the Board, see Appendices A and B.

Appendices

Appendix A

Trust Company Members

The Mulberry Schools Trust comprises a total of five Company Members; four of whom are founding company Members. The Company Members of the Trust are:

Jane Farrell



Jane Farrell is a Member of the Mulberry Schools Trust and Chair of the Trust Board. Jane was previously the Chair of Governors at Mulberry School for Girls since 2011.

Sue Barrow



Sue Barrow is a Member, a Trustee on the Trust Board and Chair of Mulberry UTC LGB. Sue is also the chair of the Board's Standards Committee and a long-standing governor of Mulberry School for Girls' LGB since 1997.

Alice Crawley



Alice Crawley is a Member, a Trustee on the Trust Board and Chair of the Board's Finance Committee. Alice is also Chair of Mulberry School for Girls' LGB.

Delia Barker



Delia Barker is an Independent Member. Delia previously held director roles at Deeds & Words in East London, the Roundhouse in Camden (overseeing the delivery of the charity's main objective using the power of creativity to change the lives of young people) and at the English National Ballet School. Delia is currently Chair of Phoenix Dance Centre in Leeds and is a Trustee on the Board of world renowned Studio Wayne McGregor. She previously served 8 years as Chair.

Mujibar Rahman

Mujibar Rahman is an Independent Member. Mujibar is a local accountant and long-serving governor of Mulberry School for Girls' LGB for over 30 years.

Appendix B

Trustees/Directors

The Mulberry Schools Trust is governed by a Board of Trustees and it is this Board who set the vision, values, ethos and work of all schools under its designation. The Board sets the scheme of delegation and appoints all governors, except elected staff and parent governors, on any local governing body that governs each school.

Jane Farrell (Chair of the Trust Board)



Jane Farrell is a Member of the Mulberry Schools Trust and Chair of the Trust Board. Jane is Co-founder and Chief Executive of EW Group, a leading diversity consultancy and a successful business woman.

(Specialism: Business, Board Development and Project Management)

Nizam Uddin OBE



Nizam is Chief Strategy Officer of “algebra”, a technology-based financial ecosystem dedicated to global financial inclusion by focusing on the underserved and underbanked. Nizam was previously the Senior Head of Mosaic and Community Integration at The Prince’s Trust, where he oversaw the organisation’s community cohesion and social integration activities and led Mosaic, an independent Initiative founded by HRH The Prince of Wales to uplift diverse communities across the UK’s highest areas of deprivation. Nizam has a strong interest and background in overcoming the societal and economic challenges that prevent disenfranchised and minority communities from fulfilling their potential. He is a 2019 Greenberg World Fellow at Yale University and a 2019 US State Department International Visitor Leadership Programme (IVLP) participant. Nizam was awarded an OBE in the Queen’s 2020 Birthday Honours list for services to social mobility and community integration.

(Specialism: Charity Law, Education, Community and Business Leadership)

Sue Barrow



Sue Barrow is a Member of the Mulberry Schools Trust and the Chair of the Trust Board's Standards Committee. Sue is also Chair of the Governing Body of Mulberry UTC. Previously Sue was the Deputy Director of Education in Tower Hamlets with responsibility for the Schools Division with major responsibility for HR and resources including buildings, assets and finance. She was Director of recruitment at Cambridge Education Associates (CEA) and the interim project director for Islington when CEA ran Islington Local Authority. Ms Barrow has worked with a number of sponsors assisting in the development of new Academies including Pimlico and Mossbourne.

(Specialism: HR, Personnel, Academies)

Alice Crawley



Alice Crawley is a Member of the Mulberry Schools Trust, the Chair of the Finance Committee and the Chair of Mulberry School for Girls' Local Governing Body. Ms Crawley is a qualified Corporate Lawyer and has many years of experience in corporate finance. Alice works for a multinational investment bank and is responsible for company mergers and acquisitions.

(Specialism: Finance)

Mark Traynor



Mark Traynor is a Partner at Bates Wells and Braithwaite LLP and acts for commercial, charity and private clients in all aspects of transactions involving commercial property, including development, acquisitions and disposals. Mark has high level experience of PFI, academies and property law relating to these fields.

(Specialism: Academies and Property Law)

Ndidi Okezie OBE



Ndidi Okezie is the Chief Executive Officer at UK Youth. Prior to this Ms Okezie was the Executive Director of Delivery - Access, Ambassadors and Collection Action for Teach First. Ms. Okezie was an Assistant Vice Principal at Burlington Danes Academy and contributed to the rapid improvement which lifted the school out of Special Measures to Outstanding.

(Specialism: Education and Leadership)

Sarah Sarwar



Sarah Sarwar has completed her Teach First teacher training placement at Lister Community School and was recently appointed Assistant Headteacher. Ms Sarwar is a former pupil of Mulberry School for Girls. Prior to training with Teach First, Sarah was the President of Queen Mary Students' Union.

(Specialism: Community and Alumni)

David Gracie



David Gracie is the Chair of Mulberry Academy Shoreditch Local Governing Body.

He became co-owner of Indigo in 2021, a governance advisory company. Prior to this, he spent five years at KPMG leading its Global Company Secretarial division, which supported clients with a range of governance and compliance services both in the UK and internationally. Previously, David spent 17 years at Makinson Cowell providing corporate governance and investor relations advice to FTSE 350 businesses.

David is a Fellow of the Chartered Governance Institute, having qualified as a company secretary in 2005. Over the years he has given a great deal of his time to promoting the importance of governance, with specific emphasis on issues around gender diversity and disability and the role of a responsible board.

(Specialism: Legal, Audit and Governance)

Nusrath Hassan



Nusrath is the Business Development Manager for Inspired Leaders who specialise in advising FTSE 250 companies on Equality, Diversity and Inclusion strategies and work place culture. Nusrath is a former student of Mulberry School for Girls and is a Trustee for the WOW Foundation. She is an Associate Fellow at the Royal Commonwealth Society and is an Ambassador for the Women of the Future Network.

(Specialism: Project Management, Law and Community)

Councillor Denise Jones



Denise Jones is a Councillor for St Katharine's and Wapping in Tower Hamlets and has held this position since 1994. Denise is also the Cabinet Member for Adults, Health and Wellbeing at Tower Hamlets Council and was the former Leader of the Council from 2006 to 2008. Denise runs a bookshop in Brick Lane and she has led on many community projects over the years including the creation of Mile End Millennium Park and the Idea Stores. Denise is also a Director of Lea Valley Park, Trustee at Rich Mix, V&A Museum of Childhood, Trinity Buoy Wharf and Aldgate & Allhallows Foundation.

(Specialism: Education, Community and Business Leadership)

Dr Vanessa Ogden (Chief Executive Officer)



Vanessa Ogden is the CEO of the Mulberry Schools Trust and was formerly the Headteacher of Mulberry School for Girls, which she led for 16 years. Vanessa has been a designated NLE since 2011. She has subsequently been involved in an extensive range of 'school to school' support, including chairing the Board of the Somerset Challenge. She is currently Chair of the Fair Education Alliance, Trustee of the WOW Foundation and Chair of the Unicorn Theatre. Vanessa is an academic visitor at the UCL Institute of Education.

Appendix C

Central Services

As the CEO and Accounting Officer of the Mulberry Schools Trust, Dr Vanessa Ogden leads the Executive Team, ensuring the Trust and all its schools are successful over time in a sustainable way. She has overall responsibility for the education of all the young people in our schools. She provides high level strategic leadership and management across all aspects of the Trust's activities including the central services offered to schools in the Mulberry family. The responsibilities for the CEO are:

- Accounting Officer for the Trust
- Strategic leadership – Trust values, culture and strategy
- Quality of Education
- Finance, sustainability and compliance
- People strategy
- Governance and accountability
- System leadership and civic responsibility

Each member of the Executive Team has extensive expertise and experience in the field of education and business, school leadership and school improvement, and is deeply committed to the Mulberry Schools Trust, its schools and its values.

Performance and Operations

The Director of Performance and Operations works closely with the CEO, planning and developing the growth of the Mulberry Schools Trust and leading related projects, such as the Mulberry STEM Academy, the establishment of new schools and schools transferring into our Trust. They have overall responsibility for all operational matters of the Trust's performance. This includes IT, GDPR and privacy, presenting and analysing key performance indicators, HR, communications and marketing, developing strategies for raising standards, school to school peer reviews, and deployment of Trust-wide Lead Practitioners.

HR

The HR team are responsible for supporting all schools in the Trust with HR policy and practice. This includes centralised statutory policies, support with a range of HR issues and a HR monthly bulletin for all staff about wellbeing and benefits. The HR team also support with recruitment, including role design, adverts and job descriptions. Every year the HR team run an employee opinions survey in all the schools focusing on matters of equality, diversity and inclusion, as well as holding lived experience focus groups with all staff around these issues.

Finance

The central finance team and Chief Financial Officer support all schools with budgetary planning support, advice and guidance when required, as well as coordinating statutory audits.

Health and safety and buildings

Technical advice and compliance guidance is provided to all schools on Health and Safety and premises management. This includes monitoring PFI contracts, managing all sub-contractors and ensuring facilities management providers are delivering to their specific SLA's and KPIs. The Director of Estates also leads on the writing of Capital Bids and procurement of available additional funding.

Governance

The Director of Governance and Development serves as the Company Secretary and is responsible for all matters of governance within the Trust, ensuring that all statutory responsibilities are fulfilled. This includes legal compliance, communication with the Department for Education, as well as organising all Trust and Local Governing Body meetings for each school. The Director of Governance and Development oversees the agenda setting, minutes, policy updates, Governors training and new Governors induction.

Marketing and Communications

The Director of Marketing, Communications and External Affairs is responsible for the marketing of the Trust, its key projects, internal and external communications and provides a tailored service, to Trust schools, on request, to meet local needs.

Appendix D

Trust Details

Company Name:	The Mulberry Schools Trust
Company Number:	10035860
Type of Company:	Private Limited Company by guarantee without share capital use of 'Limited' exemption
Date of Incorporation:	1st March 2016
Registered Office:	Richard Street, Commercial Road, London E1 2JP
URN No:	143629
Chair of Trustees:	Ms Jane Farrell
CEO/Accounting Officer:	Dr Vanessa Ogden
Companies House Page:	https://beta.companieshouse.gov.uk/company/10035860

Contacting us

If you would like to contact our CEO or you have any questions about our work, please contact a member of the team below.

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Mulberry

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